



USAID | **EGYPT**
FROM THE AMERICAN PEOPLE



SYSTEMATIC REGISTRATION AND ADJUDICATION TRAINING NEEDS ASSESSMENT

EGYPT FINANCIAL SERVICES PROJECT
TECHNICAL REPORT #42

DECEMBER 2005

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

DATA PAGE

Activity Title and Number:	Egypt Financial Services (EFS) Project Contract No. 263-C-00-05-00003-00
Prepared for:	EFS CTO: Gregg Wiitala EFS DCTO: Ingi Lotfi Economic Growth Division Office of Financial and Information Technology USAID/Egypt
Task:	Task 2: Improve Operation of Urban Registration System in the Ministry of Justice
KRA(s):	2.3.6 and 2.3.8
Activity:	Review SRA process and define roles, technical responsibilities and levels of resources required for Public Awareness, Field Survey Work and Field Survey Documentation Work Design and develop a training curriculum to perform SRA field services
Author:	Task 2 – Registration Team with Principle Author Nigel Edmead
Date:	December 2005

List of Key Words Contained in Report:

Systematic Registration and Adjudication, Training Needs Assessment, Training, Tasks, Skills, Standards and Measures, Training Curricula, Course Material

Abstract:

To support the introduction of the Systematic Registration and Adjudication Process for first registration in Nasr and 6th October Cities there will be requirement training. This report identifies the tasks that comprise the SRA process, namely Public Awareness, Field Survey Work and Field Survey Ownership Documentation Survey and the skills required of REPD/ESA and private contractors to perform these tasks. The outline of training courses, provisional training material, anticipated levels of resources and the content of fieldwork manuals have been developed around these tasks and are presented in this report. The report concludes with recommendations for follow on activities.

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Table of Contents

ACRONYMS.....	i
PREFACE	ii
1. DEFINING TRAINING CONTENT	1
2. BACKGROUND	2
2.1. REPD	2
2.1.1. Existing training capacity at REPD	2
2.1.2. Required IT skills at the RO's	3
2.2. ESA	4
2.2.1. Existing training capacity at ESA	4
2.2.2. Required IT skills at the EPO's	4
3. TRAINING NEEDS ASSESSMENT	5
3.1. Public Awareness Campaign, Education and Outreach.....	5
3.1.1. Objectives of the task.....	5
3.1.2. Skills required to perform the task	5
3.1.3. Training/material needed to assist in task completion	5
3.1.4. Standards and measures used to assess success of task	5
3.2. Field Survey Ownership Documentation Collection	5
3.2.1. Objectives of the task.....	5
3.2.2. Skills required to perform the task	5
3.2.3. Training/material needed to assist in task completion	6
3.2.4. Standards and measures used to assess success of task	6
3.2.5. Anticipated resources	7
3.3. Field Survey Work	7
3.3.1. Objectives of the task.....	7
3.3.2. Skills required to perform the task	7
3.3.3. Training/material needed to assist in task completion	8
3.3.4. Standards and measures used to assess success of task	8
3.3.5. Anticipated resources	8
3.4. Registry Office Operations (First Registration).....	9
3.4.1. Objectives of the task.....	9
3.4.2. Skills required to perform the task	9
3.4.3. Training/material needed to assist in task completion	9
3.4.4. Standards and measures used to assess success of task	9
3.4.5. Anticipated resources	9
3.5. Registry Operations (Subsequent Registration)	10
3.5.1. Objectives of the task.....	10
3.5.2. Skills required to perform the task	10
3.5.3. Training/material needed to assist in task completion	11
3.5.4. Standards and measures used to assess success of task	12
3.5.5. Anticipated resources	12
3.6. Cadastral Operations	13
3.6.1. Objectives of the task.....	13
3.6.2. Skills required to perform the task	13
3.6.3. Training/material needed to assist in task completion	13
3.6.4. Standards and measures used to assess success of task	13

3.6.5. Anticipated resources	13
4. TRAINING CURRICULA TO SUPPORT THE SRA PROCESS	14
5. NEXT STEPS.....	20
5.1. RECRUIT ADDITIONAL TRAINING EXPERTS	20
5.1.1. Expatriate	20
5.1.2. Local	20
5.2. ESTABLISH A CORE CURRIUCLUM FOR REPD	20
5.2.1. Develop a working manual for Registrars	20
5.3. DEVELOP A FIELD MANUAL FOR ESA	21
5.4. FINALIZE CONTENT FOR PROPOSED COURSES.....	21
5.5. INDUCT PRIVATE CONTRACTORS ON REPD/ESA COURSES	21
ANNEX A: OPERATIONAL MANAGEMENT COURSE OUTLINES	22
ANNEX B: EXAMPLE FORMS	23
ANNEX C: COURSE OUTLINES AND FIELD MANUALS	27
ANNEX D: REVISED TRAINING ACTIVITY MATRIX, YEAR 2	28

ACRONYMS

CID	Community and Institutional Development
EDO	ESA District Office
EFS	Egypt Financial Services (Project)
EPO	ESA Provincial Office
ESA	Egyptian Survey Authority
ETRS	Egypt Title Registration System
GIS	Geographic Information System
GPS	Global Positioning System
GOE	Government of Egypt
HR	Human Resources
IT	Information Technology
MOJ	Ministry of Justice
MSAD	Ministry of State for Administrative Development
MRO	Model Registry Office
PR	Public Relations
QSIT	Quality Standards Information Technology
REPD	Real Estate Publicity Department
RO	Registry Office
SOW	Scope of Work
SRA	Systematic Registration and Adjudication
TC	Training Center
TDL	Training Development Laboratory
TMS	Training Managers and Supervisors (Dutch-funded Project)
USAID	United States Agency for International Development
WGS	World Geodetic System

PREFACE

The proposed Systematic Review and Adjudication process to be implemented by Task 2 of the Egypt Financial Services (EFS) project and funded by United States Agency for International Development (USAID) comprises a number of distinct, yet inter-related activities to be performed by private contractors and Real Estate Publicity Department/Egyptian Survey Authority (REPD/ESA) staff with a stated aim of delivering approximately 30,000 units under first registration in two pilot areas the 6th October and Nasr City.

To support the introduction of the Systematic Registration and Adjudication (SRA) process, a comprehensive training program is being developed and this report outlines the training content proposed for private companies, REPD and ESA so that they can competently execute the proposed title registration methodology.

The report is organized into the follow sections:

- Defining Training, which describes the methodology used
- Background, which provides a synopsis of current training capacity in REPD and ESA
- Training needs assessment, which considers each activity in the SRA process and defines the skills required by staff to perform these tasks
- Training curricula, outlining courses to be delivered
- Next steps, which outlines follow on activities under the training component of the Task 2 project

A set of annexes presents:

- The ESA training course outlines
- Sample forms for use by field teams which have been used to develop training content
Draft course outlines (as PowerPoint slides) which can form the basis of class material as well as field manuals
- A revised training activity matrix, which presents training activities for year 2

1. DEFINING TRAINING CONTENT

Training may be defined as “Activities or deliverables designed to enable users to learn and use new processes, procedures, systems and other tools efficiently and effectively in their work” (The University of Missouri-Kansas City). In order to define the training content for the Systematic Registration and Adjudication (SRA) Process, reference has been made to a pictorial representation of the process developed by the EFS Task 2 project in which it is represented a series of discrete activities or tasks qualified by constraints (limits on those activities) and methods (means of achieving the activity):

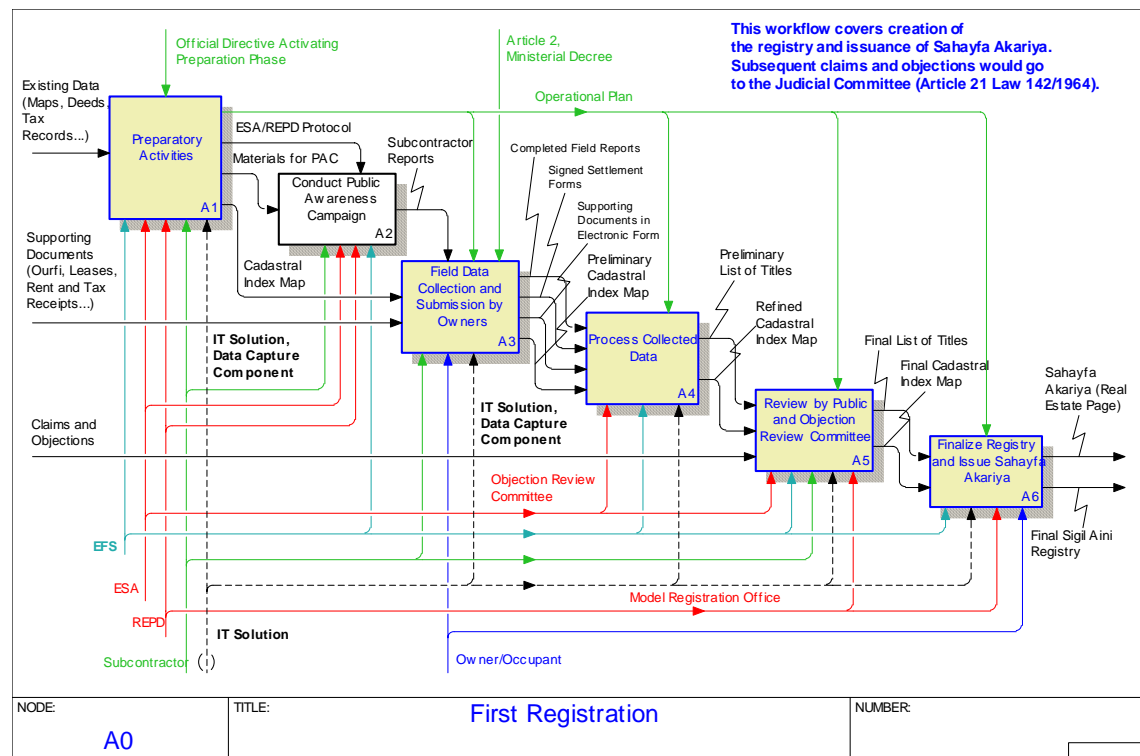


Figure 1: The SRA Process (draft and subject to revision)

The use of methods and constraints associated with a task assists in the definition of training content as it allows for the identification skills needed. For example, performing the field ownership documentation survey will require the recording of information about ownership. The method proposed for this purpose is by use of a field survey form, and training must therefore be developed around the contents of the form and how to complete it. This report describes each activity in terms of the skills needed and training required.

All training material will need to be translated to Arabic and all training courses delivered by Arabic-speaking staff. EFS Task 2 trainers will therefore be required to work with nominated counterpart staff to develop the material, oversee its translation, and its subsequent delivery.

2. BACKGROUND

Staff from REPD (district level) and ESA (provincial level) will be involved in the running of the new model offices in Nasr City and 6th October. In order to understand key training needs of these agencies in relation to the SRA process a broad overview of key competencies is described:

2.1. REPD

2.1.1. Existing training capacity at REPD

Candidates applying to REPD must have a law degree¹, despite this knowledge of registration principles being low, as there is no formal induction process once they have joined², and if training is provided it is only offered to the head of the REPD and this after many years of service³. While the legal knowledge of new staff may be sound, none actually receive training in the application of the law to real world situations, something that one would consider a serious impediment to business processes.

REPD currently offers theoretical training that covers legislation relating to deeds, title registration, notarization and fees namely:

- Real Estate (Deeds) (Law 114/1946)
- Notarization (Law 68/1947)
- Title Registration (Law 142/1964)
- Charges or Fees (Law 70/1964)

Two- to three-week courses are offered approximately 3 times a year. Courses are led by REPD staff and university lecturers selected by the Department of Organization and Management and approved by Ministry of Justice (MOJ). REPD provincial and district offices are informed that a course will take place and its date so that staff from these offices can make the necessary arrangements to attend. Course numbers range between 25 and 30, divided into 2 groups for the sake of manageability. Classes are lecture based, with no practical training included (i.e. issues faced in the field and how these may be resolved) nor are students provided with class notes or work books. Several issues have been raised by REPD itself with regard to the training it conducts:

- Practical training should run in parallel to the theoretical training provided
- There should be a separate training budget allocated by MOJ to fund the training centre
- Course dates should be planned yearly in advance so that REPD offices are able to arrange staff attendance around dates offered
- The training centre should raise its profile by preparing public relations (PR) material that can be distributed amongst provincial and district offices

¹ With so many applicants applying for limited positions, REPD is able can select staff with Phd's rather than undergraduates. Source: Personal Communication from meeting with REPD 1/12/2005

² Although it is understood MOJ is planning an induction course for up to 100 new REPD employees during December 2005, According to information received from REPD, the course has no supporting notes or material that can be provided to attendees and its focus is likely to be theoretical rather than practical. Source: Personal Communication from meeting held with REPD 1/12/2005

³Personal Communication, EFS Task 2 team and "IT System in Northern Cairo Central Office" EFS Technical Report

- Course manuals should be provided to courses attendees, at present all information is imparted in a lecture-based setting, and notes taken in class are all that attendees have to rely on once they return to their places of work
- Attendees should receive a certificate of attendance for the purposes of professional development receipt of which should be dependent on the passing of an exam on completion of the course

Learning would best be described as ad-hoc, although as mentioned there are efforts to rectify this (see footnote 2). This offers an opportunity for EFS Task 2 to develop material in conjunction with REPD to support title registration in Egypt. Mixing both the theoretical and practical, supported by lecture notes and concluding with exams and other means of assessment, classes can be offered on a regular basis to REPD staff throughout Egypt. With such an offering REPD will be strongly placed to train staff as systematic registration is rolled out over other parts of the country.

2.1.2. Required IT skills at the Registry Offices (RO)

Two RO's fall in the EFS project pilot areas; Nasr City and 6th October. The Nasr City RO has an IT solution for deeds registration⁴ although its use is limited and it replicates manual processes currently undertaken whilst 6th October has none⁵. Given the limited information technology (IT) skills, all staff assigned to the new model offices from these RO's will require basic IT training. Attendance on a basic IT skills course will be considered a prerequisite for any other course staff subsequently take.

⁴ Informatique. For full details refer to the report "Nasr City RO IT System", EFS Technical Report

⁵ There are PC's but these are not used for any business process

2.2. ESA

2.2.1. Existing training capacity at ESA

ESA has a much more impressive training history. From as early 1990⁶ until as recently as this year⁷, the organization has received donor assistance in the development and delivery of training courses. For example, the Training Managers and Supervisors (TMS) project developed a range of courses for managers and technicians (see Annex A for full details of the technical courses) with 232 people attending the Operational Management T program between 2003 – 2005, and 442 people attending the Middle Manager and Supervisor B, C, D and E programs. In addition, the project established a training laboratory in Cairo⁸. Staff attending the TMS course was provided course material and a variety of subject matter experts were included in the course roster the majority of who were from ESA itself. Following the completion of the TMS project courses continue to be offered by ESA, some are offered on a regular basis (e.g. IT skills and AutoCAD), others offered on an as-needed basis.

Unlike REPD, ESA has the internal capacity to provide training to its staff. However, REPD, while it may be able to deliver theoretical training, providing staff with an understanding of what is needed to undertake cadastral work (i.e. the principles of mapping building footprints and parcel boundaries), training in field techniques (i.e. the methodology used to actually map these features) is less well-developed. This is more pronounced in urban areas⁹.

Given that new technologies will be introduced under EFS Task 2 (GPS and Total Station), a variety of field survey methodologies using these twin technologies have been evaluated to determine which is most appropriate in an urban setting. This offers the project an opportunity to develop a Field Procedures manual which can be used by survey crews across Egypt and can be used to supplement and expand the content of technical courses offered by ESA by strengthening their practical component.

2.2.2. Required IT skills at the ESA Provincial Offices (EPO)

Two EPO's fall under the EFS project pilot areas of Greater Cairo and Giza City. Both EPO's currently use IT for routine drafting procedures¹⁰. Under the EFS project the EPO's will become custodians of the provincial property cadastre and offices will move from a desktop CAD solution to a web based cadastral solution. This will require that selected EPO staff receive full training in the property cadastre system proposed and a course will be developed around the technology selected for this purpose.

⁶ These were the USAID funded Irrigation Management Systems Project, Surveying and Mapping Component; the GTZ funded Multipurpose Cadastre project and Finnish funded Egyptian Cadastral Information Management (ECIM) project all of which had a training component to some extent

⁷ Training Programs for the Development of Managers and Supervisors for the National Cadastre and Topographic Mapping (TMS) project funded by the Dutch government

⁸ For the full description of the ESA Training laboratory refer to the report "Assessment and Procurement Report – TDL and MROs", EFS Technical Report

⁹ The Surveying and Mapping Component of the Irrigation Management Systems project developed a report Field Procedures for Cadastral Survey Crews, but for urban areas there is no such equivalent

¹⁰ Both EPO's in Greater Cairo and Giza have PC's running AutoCAD

3. TRAINING NEEDS ASSESSMENT

This section describes the key tasks to be conducted during the SRA process and the skills required of staff to perform those tasks. While skills represent what a person should be able to do to carry out the task and define the training delivered, standards and measures are indicators that can be used to assess the success of training once complete.

3.1. Public Awareness Campaign, Education and Outreach

3.1.1. Objectives of the task

To ensure that the public are aware of the title registration system, the benefits of having formerly registered property and what is expected from them with the introduction of *Sigueal el ainee* in urban areas.

3.1.2. Skills required to perform the task

Claimants will be required to prove property ownership a task in which they will be assisted by the field survey teams.

3.1.3. Training/material needed to assist in task completion

No formal training will be delivered, however, the public will be provided with educational material describing what information is required, what constitutes acceptable supporting documentation and information on how to complete a settlement form when disputes arise or no supporting documentation can be provided.

3.1.4. Standards and measures used to assess success of task

Claimants are able to complete field data sheets and submit appropriate information supporting their claim of ownership to field survey teams.

3.2. Field Survey Ownership Documentation Collection

3.2.1. Objectives of the task

To collect information about property ownership, by visiting targeted properties within the project study area using field data sheets See Annex B. This task will be conducted by REPD/Contract staff¹¹.

3.2.2. Skills required to perform the task

Staff must be conversant with the SRA process, be able to complete field data sheets, correctly identify supporting documentation, complete settlement forms and scan documents using a flatbed scanner.

During the process of recording information staff will need to make observations that support or undermine a submission and include a statement verifying that the person or persons interviewed were of age and appeared to be credible¹².

¹¹ To be confirmed, subject to agreement with MOJ/REPD. If private contractors cannot be used, then REPD is prepared to recruit temporary staff for this purpose. Personal Communication: REPD

¹² Source: Introduction of *Sigueal el Ainee* in Urban Areas, EFS Technical Report November 2005

KEY TASKS	SKILLS	STANDARDS AND MEASURES
Intake	Able to assist a claimant complete a field data sheet and/or settlement form	<p>Can describe contents of the field data sheet and assist in its completion</p> <p>Can determine if documents supporting an ownership claim are acceptable</p> <p>Can describe a settlement form and assist in its completion if required</p>
Adjudicate ¹³	Able to decide or settle an ownership claim	<p>Can decide or settle an ownership claim in the field and certify the fact</p> <p>Can determine whether a claim should pass for further (judicial) review</p>
Record	Able to scan submitted documents	<p>Can use scanning software, a flatbed scanner, notebook and Windows operating system to record field information</p> <p>Can add comments using simple data entry form to record information about the claimant</p>
Collate	Able to collate and store scanned documents	Can use a predefined directory structure to store scanned documents to form a claimant report
Return	Able to return proof of ownership documents to claimant	<p>Can return documents to claimant</p> <p>Can provide claimant will confirmation their details have been received</p>

3.2.3. *Training/material needed to assist in task completion*

All staff will attend a course at REPD on the ownership documentation survey, the SRA process, and title registration principles. This will allow REPD to recognize contract staff as “certified” field investigators able to competently collect ownership information in the field¹⁴ on behalf of and under the guidance of REPD. Staff will also receive training in the use of a flatbed scanner and scanning software. Field manuals will be prepared to support field work. See Annex C for course outline.

3.2.4. *Standards and measures used to assess success of task*

Staff can successfully complete the field survey documentation survey with minimal difficulty and store the information using a notebook computer.

¹³ One member of the team will be a notary (from REPD) who can certify affidavits, field documents and make decisions in the field relating to ownership claims

¹⁴ This is preliminary recognition for the purposes of the project only. Should private contractors participate they will pay REPD a fee for sending staff on this course as part of their contract

3.2.5. Anticipated resources

A field team will comprise up to 4 persons, with the total numbers of teams yet to be decided. It is proposed each team will comprise the following:

- *Team Leader* (1), to manage the field documentation team and deal with public concerns and problems, must have an understanding of the SRA process and possess customer rapport skills
- *Notary* (1), to check submitted documents, an REPD staff member, must have understanding of the SRA process and title registration law
- *Data Scanner* (1), to scan documents submitted by the public, must have IT skills
- *Runner* (1), to notify the public the field documentation survey team is present, must have customer rapport skills

3.3. Field Survey Work

3.3.1. Objectives of the task

To perform a cadastral survey recording parcel boundaries and building footprints¹⁵ in the project pilot areas. This task will be performed by ESA/Private Contractors¹⁶.

3.3.2. Skills required to perform the task

Staff will use a combination of surveying techniques (total station, tape measurements and GPS¹⁷) to record parcel outlines and building footprints referencing data to a common coordinate system¹⁸, load field data into the Property Cadastre system and assign each cadastral unit a unique identification number¹⁹ that can be shared with the RO:

KEY TASKS	SKILLS	STANDARDS AND MEASURES
Plan	Able to plan cadastral survey	Can orientate team in field and plan survey work
Survey	Able to perform field survey	Can establish control points using GPS Can survey parcel and building footprint outlines using a combination of total station and tape measurements Can apply appropriate quality control measures

¹⁵ Survey teams may also record information about the nature of the building to include its address, the number of floors, the number of units/apartments and the number currently unoccupied using a Building Report (to be confirmed).

¹⁶ ESA will survey the parcel outline and private contractors the building footprint.

¹⁷ GPS will be used to establish control points and total station/tape measures for demarcation.

¹⁸ There are differing datums in use in Egypt: WGS84 and Egypt 1907. Source: EFS Task 2, Inception report, p.60

¹⁹ The format of the identification is yet to be decided, but will allow cadastral and registry information to be cross-referenced.

Load	Able to load field data into cadastral software	<p>Can load field survey data into cadastral software</p> <p>Can validate data on entry and correct omissions and errors in office and field</p> <p>Can apply appropriate quality control measures</p>
Create	Able to build a property cadastre for the pilot areas	<p>Can generate a cartographic product using cadastral software</p> <p>Can assign a unique cadastral number identifying parcel, building and apartment</p> <p>Can apply appropriate quality control measures</p>

3.3.3. *Training/material needed to assist in task completion*

Whilst ESA staff will not require formal training²⁰, all contract staff will be inducted on a modified 4 week TMS surveying course at the ESA training laboratory (See Annex A). This will allow ESA to recognize contract staff as “certified” field surveyors²¹ able to competently undertake field surveys on behalf and under the guidance of ESA. The EFS project will purchase surveying equipment (total station and GPS) for the purposes of field survey work and equipment providers will be required to provide training in the equipment’s use. Field manuals will be developed to support field survey work. See Annex C for an outline of field manuals.

3.3.4. *Standards and measures used to assess success of task*

High-quality property surveys can be conducted in a timely and efficient manner.

3.3.5. *Anticipated resources*

A field team will comprise up to 6 persons²², with total number of teams has yet to be decided. Each team will comprise the following staff:

- *Team leader* (1), responsible for organizing the field survey and managing the team in the field, must have surveying skills
- *Global Positioning System (GPS) technician* (1), responsible for establishing ground control points using GPS, must have GPS skills and surveying experience
- *Total station team* (2), responsible for performing field surveys using total stations, must have total station and surveying experience
- *Tape measurement team* (2), responsible for performing field surveys using tape measures, must have surveying experience

²⁰ As surveying is the organization’s institutional remit, however, minimum requirements will be set when selecting ESA staff for field survey work (e.g. at a minimum they should have attended the ESA/TMS surveying course). Each submitted resume will then be reviewed to ensure staff meet these minimum requirements.

²¹ This is preliminary recognition for the purposes of the project only. Private contractors will pay ESA a fee for sending staff on this course as part of their contract.

²² Modified from “Prototype Investigations and Field Survey Report” EFS Technical report. Subject to change and for indicative purposes only.

3.4. Registry Office Operations (First Registration)

3.4.1. Objectives of the task

Data loading and the preparation of preliminary certificates of title for property units in the project pilot areas. This task will be carried out by REPD staff.

3.4.2. Skills required to perform the task

Staff will load scanned field documents into a data capture system, retrieve key attributes from claimant reports and prepare preliminary certificates of title, lists of which will be publicized for review and objections. Once objections have been received and considered certificates of title (*Sahayfa Akariya*) will be printed for delivery to the public and the land registry database updated:

KEY TASKS	SKILLS	STANDARDS AND MEASURES
Load	Able to load field documents into the document capture system	Can load field documents into the document capture system using USB device or other means
Record	Able to record key attributes from field document	Can record key attributes from field documents using a predefined form Can save information to a local database
Print	Able to print preliminary certificates of title (<i>Sahayfa Akariya</i>)	Can print preliminary certificates of title (<i>Sahayfa Akariya</i>) for claimants in the project pilot area
Publicize	Able to publicize a preliminary list of titles (<i>Sahayfa Akariya</i>)	Can publicize a preliminary list of titles for the project pilot area (<i>Sahayfa Akariya</i>) to allow for objections to be received and considered
Commit	Able to commit title details to the land registry	Can commit title details to the registry once objections have been received and processed

3.4.3. Training/material needed to assist in task completion

Staff will require training in the transfer of field data and the storing of that information in a local database to be used to generate preliminary certificate of titles.

3.4.4. Standards and measures used to assess success of task

Staff is able to populate the preliminary land registry database and provide customers with their certificates of title after the receipt and consideration of objections.

3.4.5. Anticipated resources

Prior to establishing a fully functioning land registry a core team of data processing staff will be required, while the make up of the team has yet to be decided, it may include:

- *Intake clerks* (4) responsible for loading field data into the data capture system, recording key attributes and preparing preliminary titles for publication, must have IT skills²³

²³ These staff can be assigned to the new model offices on completion of first registration

3.5. Registry Operations (Subsequent Registration)

3.5.1. Objectives of the task

The operation of a fully functionality automated land registry capable of handling sporadic title registrations.

3.5.2. Skills required to perform the task

Staff will be required to receive submitted documents from customers, accept payment for processing title registration, scan submitted documents, investigate and verify claims of ownership, and sign and seal a certificate of title for delivery to the customer. All staff will be required to print productivity reports (e.g. number of submissions received, number of titles delivered):

KEY TASKS	SKILLS	STANDARDS AND MEASURES
Intake	Able to ascertain if submitted forms and documents are correct, issue receipt for submission and print reports	Can accept documents from public, checking forms are filled correctly and supporting documents acceptable. Can reject documents with reason. Can correctly enter preliminary details into the registry database Can print reports
Cashier	Able to determine fees for submission, receive payment, issue receipt and print reports	Can determine payment fee using predefined payment schedule Can receive payment and issue a receipt for payment Can print reports
Scan	Able to scan incoming and outgoing documents and print reports	Can scan documents and store in the registry database using document scanning software Can print reports
Index	Able to enter details from scanned documents and print reports	Can enter instrument, property and party details into the registry database and link scanned documents to those details Can print reports

KEY TASKS	SKILLS	STANDARDS AND MEASURES
Investigation	Able to determine if registration is possible, prepare and print certificate of title (<i>Sahayfa Akariya</i>) and print reports	Can make preliminary determination whether registration can proceed or not Can print a new certificate of title (<i>Sahayfa Akariya</i>) if registration can proceed and pass for signing Can print reports
Sign & Seal	Able to sign and seal <i>Sahayfa Akariya</i> and print reports	Can assess registration submission and sign and seal <i>Sahayfa Akariya</i> if registration is approved Can submit application for further review if registration cannot proceed ²⁴ Can print reports
Delivery	Able to return documents and title to public, print notice of receipt and print reports	Can deliver documents to public Can issue a receipt of return to be signed by the applicant Can print reports
Cadastre	Able to request cadastral details from EPO	Can request allocation of cadastral number Can reject a transaction Can request action or response from EPO (e.g. on property demolition, subdivision, partitioning)
Administration	Able to administer the automated land registry	Can manage the land registry application, defining workflows, managing users and configuring the application. <i>Note: This is not the same as System Administration required to manage the IT system in the new model office, which is a separate function</i>

3.5.3. Training/material needed to assist in task completion

Staff will attend a training course in the SRA process, legal and technical aspects of land registration and the business workflow in the new model office. Staff will then follow a training stream specific to their assigned role. In order to successfully interact with the public, all staff will receive training in customer service skills²⁵. The System Administrator will require training in system administration, database systems, backup procedures and networking. ESA staff in the RO will require training in the use web based software used to request and receive cadastral information from the EPO. Work manuals will be developed in support of each activity listed. See Annex C for an outline of the Land Registry system software course.

²⁴ Objections pass to an Objection Review Committee comprising members from REPD and ESA and then to a Judicial Committee (Source: Introduction of Sigueal el Ainee to Urban Areas, EFS Technical report November 2005). A *Registry Work Manual* will be developed as a guide and training aid for Registrars to assist in the challenging job of registration and will draw from examples and experience from Egypt and from around the world.

²⁵ Source: Communications Strategy, EFS Technical Report, November 2005

3.5.4. *Standards and measures used to assess success of task*

Staff can successfully follow the registration workflow in the new model office, deal with customer requests, and manage all IT functions.

3.5.5. *Anticipated resources*

A staff complement of up to 20 in each model office²⁶ assigned as follows:

- *Customer service clerk* (1). Responds to customer enquiries and facilitates the submission of documents, must have customer service skills and a full knowledge of the SRA process
- *Intake clerks* (2). Receives and makes an initial review of applications, must have IT skills and full understanding of the submission requirements
- *Cashier clerks* (2). Calculates fees with the use of cashiering software and accepts payments, must have IT skills and point of sale experience
- *Scanning clerks* (2). Scans incoming/outgoing documents, must have IT skills
- *Indexing/data entry clerks* (2). Enters property/ party/right details from documents into title registry system/database. Must have IT skills
- *Technical Investigators* (3). Checks transaction validity, print documents. Must have IT skills and law background (e.g. a paralegal)
- *Registrar of Titles* (1). Makes a final decision on registration, signs and seals documents. A lawyer must have IT skills
- *Delivery clerk* (2). Delivers all documents to applicants, must have IT and customer service skills
- *System administrator* (1). Provides hardware/software support to office must be conversant with operating systems, back up procedures, security and database principles
- *Secretary* (1). Assists Registrar, must have IT skills
- *Archive clerk* (1). Manages the archive and conducts searches when an original is requested, must have IT skills

²⁶ Figure approximate. The new model office will also include notaries and an office assistant (excluded from training)

3.6. Cadastral Operations

3.6.1. Objectives of the task

Under the revised organizational structure proposed for the title registration system, ESA District Office (EDO) functions will be folded into the new model office and all cadastral tasks will fall to the EPO. In the future, EPO will maintain and manage the cadastral database for a province sharing this information with the registry office via the internet. This task will be performed by ESA/EPO.

3.6.2. Skills required to perform the task

ESA/EPO staff will undertake surveying work to record property extents and use cadastral software to store that information (see section 3.3). EPO and RO staff will use a web-based solution to share cadastral information:

KEY TASKS	SKILLS	STANDARDS AND MEASURES
Manage	Able to manage cadastral information	Can use cadastral software to manage the property cadastre Can update property database with new field information Can correct assign cadastral numbers to new parcels, buildings and apartments Can ensure all activities adhere to agreed quality control standards Can regularly back up database
Share	Able to share cadastral information with new model office	Can use web based cadastral software to share information with new model office Can respond to requests from new model offices in a timely and efficient manner

3.6.3. Training/material needed to assist in task completion

Staff will require training in the web based cadastral solution proposed for the EPO as well as system administration and basic IT skills.

3.6.4. Standards and measures used to assess success of task

Staff can successfully manage and maintain the cadastral database and respond to queries and requests from the new model office

3.6.5. Anticipated resources

For field survey work as 3.3.5, for the property cadastre team, the team may comprise:

- *Technicians* (3), responsible for creating cadastral units and quality control, must have IT and GIS skills
- *Analyst* (1), responsible for managing and maintaining the property cadastre, must have IT and GIS skills
- *Manager* (1), responsible for managing the unit, must have IT skills
- *Web Developer* (1) responsible for managing web access to the property cadastre must have web and GIS experience
- *System Administrator* (1), responsible for supporting IT functions of the property cadastre, must have IT and system administration skills

4. TRAINING CURRICULA TO SUPPORT THE SRA PROCESS

The SRA process foresees four main activities, described as follows, for each activity training requirements are summarized and the following pages describe the content of the training courses that will be delivered to meet these requirements:

- **Public Awareness, Education and Outreach**
Training: None required
- **Field Work Survey**
Training: Staff will require training in cadastral and web based software. See page 16
- **Field Documentation Survey Work**
Training: Staff will be trained in the completion of the field survey report, completion of a settlement forms and the collection of supporting documentation. See page 18
- **Registry Office Operations**
Training: Staff will be trained in basic IT skills and the land registry software. See page 17

This section describes course outlines for each of these processes.

1. Program Title: Introduction to the Systematic Registration and Adjudication Process
(*Introduction of Sigueal el Ainee in urban areas*)

2. Program Type: Short Course (Classroom-based)

3. Projected Start Dates: To be confirmed

4. Duration: 5-15 days (to be confirmed)

5. Field of Study: Property Registration

6. Participant Data:

- (a) Number of Participants: 120 (estimate only, selected staff from REPD, ESA and Private Companies)
- (b) Type/Category of Participants: REPD, ESA, Contract
- (c) Title(s)/Area of Expertise of Participants: Field Survey Teams/Registration/Cadastre
- (d) Other Relevant Participant Information: Staff involved in the systematic registration and adjudication process

7. Purpose: To train staff in the use of the new Systematic Registration and Adjudication Process, and the legal and technical aspects of title registration in Egypt covering law 142/1964, in both theoretical and practical ways.

8. Background: The new Systematic Registration and Adjudication Process aims to survey up to 30,000 units in two pilot areas, Nasr City and 6th October, and produce titles for recorded units staff performing activities in the SRA process must be conversant with current legislation and principles.

9. Program Description: Course provides an overview of title registration principles and the new Systematic Registration and Adjudication Process. This course will be developed with REPD.

10. Expected Results: All staff will be conversant with the SRA process and title registration.

11. Training Objectives: This is designed to give attendees an overview of the current registration practices in Egypt and an understanding of the new title registration process designed by EFS Task 2.

12. Training Location: Training Development Laboratory (TDL) (to be confirmed)

13. Number of Training Events: 4

14. Special Instructions: None

Note: There will be two formats of this course, a simplified course for field staff and a more advanced course for Registrars and Investigators, which could include best practices and experiences from around the world (to be confirmed). It is proposed that this course be developed in conjunction with REPD.

- 1. Program Title:** Introduction to the Property Cadastre System
- 2. Program Type:** Short Course (Classroom-based)
- 3. Projected Start Dates:** To be confirmed
- 4. Duration:** 5–10 days (To be confirmed)
- 5. Field of Study:** Cadastral mapping
- 6. Participant Data:**
 - (a) Number of Participants: 40 (20 from each EPO)
 - (b) Type/Category of Participants: EPO Personnel
 - (c) Title(s)/Area of Expertise of Participants: Surveying/GIS
 - (d) Other Relevant Participant Information: For staff from the EPO's in Greater Cairo and Giza
- 7. Purpose:** To train staff in the use the automated Property Cadastre System
- 8. Background:** Under EFS Task 2 proposals, EDO functions will fold into the new model office and the EPO will assume all responsible for all cadastral activities, contracting out surveying work to private companies. The EPO will maintain cadastral information and share this information with the Registry Office using the web.
- 9. Program Description:** Course covers data loading (from survey work), validation, editing, storage, analysis and distribution
- 10. Expected Results:** The EPO will able to use cadastral software to manage the property cadastre and share the information with the registry office
- 11. Training Objectives:** Staff should be proficient in the use of cadastral software to manage the Property Cadastre
- 12. Training Location:** ESA, EPO's or Training Development Laboratory (to be confirmed)
- 13. Number of Training Events:** 2 (one for each Provincial office)
- 14. Special Instructions:** None

- 1. Program Title:** Introduction to the Land Registry System
- 2. Program Type:** Short Course (Classroom-based)
- 3. Projected Start Dates:** To be confirmed
- 4. Duration:** 5–10 days (to be confirmed)
- 5. Field of Study:** Title Registration
- 6. Participant Data:**
 - (a) Number of Participants: 40 (20 from each new model office)
 - (b) Type/Category of Participants: Registry Office Personnel
 - (c) Title(s)/Area of Expertise of Participants: Land Registration
 - (d) Other Relevant Participant Information: For all staff assigned to the new model offices in Nasr City and the 6th October
- 7. Purpose:** To train staff in the use of the automated Land Registry System to be installed in the new model offices
- 8. Background:** Current registry operations are time consuming, onerous and unpopular, the new Systematic Registration and Adjudication process is designed to implement a simpler, more user friendly methodology to the issuance of titles, Land Registry software will be used to automate workflows in support of this process and staff will require training in its use.
- 9. Program Description:** Course covers intake, cashiering, scanning, investigation, approving and printing titles and linking titles to the Property Cadastre
- 10. Expected Results:** For subsequent registration staff in the new Registry Office will be able to receive submissions from customers to process titles for registration and issue new titles within an agreed period of time
- 11. Training Objectives:** Staff should be proficient in the use of Land Registry software to facilitate the processing of property titles
- 12. Training Location:** New Model Office or Training Development Laboratory
- 13. Number of Training Events:** 2 (one for each model office)
- 14. Special Instructions:** None

- 1. Program Title:** Introduction to the Field Documentation Ownership Survey
- 2. Program Type:** Short Course (Classroom-based)
- 3. Projected Start Dates:** To be confirmed
- 4. Duration:** 2 days (to be confirmed)
- 5. Field of Study:** Field Survey
- 6. Participant Data:**
 - (a) Number of Participants: 44 (to be confirmed)
 - (b) Type/Category of Participants: REPD (to be confirmed)
 - (c) Title(s)/Area of Expertise of Participants: Survey
 - (d) Other Relevant Participant Information: For all staff responsible for the collection of field documentation
- 7. Purpose:** To train staff in the field ownership survey component of the Systematic Registration and Adjudication process
- 8. Background:** In order to populate the new land registry initial information regarding property ownership will be required; staff will be required to collect this information in the field
- 9. Program Description:** Course covers the field survey methodology, what is being collected and how that information should be collected
- 10. Expected Results:** Staff will be able to conduct field survey work in a timely and consistent manner
- 11. Training Objectives:** Staff should be proficient field ownership documentation survey
- 12. Training Location:** New Model Office or Training Development Laboratory
- 13. Number of Training Events:** 2 (for a group of 20 each time)
- 14. Special Instructions:** None

- 1. Program Title:** Introduction to Cadastral Mapping in Urban Areas
 - 2. Program Type:** Manuals (Field Procedures manual)
 - 3. Projected Start Dates:** N/A
 - 4. Duration:** N/A
 - 5. Field of Study:** Field Survey
 - 6. Participant Data:**
 - (a) Number of Participants: N/A
 - (b) Type/Category of Participants: N/A
 - (c) Title(s)/Area of Expertise of Participants: N/A
 - (d) Other Relevant Participant Information: N/A
 - 7. Purpose:** To provide ESA staff with a working manual to describe cadastral surveying in urban areas
 - 8. Background:** Current practices are reliant on manual procedures, with the introduction of GPS and Total station staff will need to understand how to conduct cadastral surveys using these new technologies
 - 9. Program Description:** N/A
 - 10. Expected Results:** Staff will be able to conduct field survey work in a timely and consistent manner
 - 11. Training Objectives:** To give staff guidance on how to plan, implement, and conclude field survey work in urban areas
 - 12. Training Location:** N/A
 - 13. Number of Training Events:**
 - 14. Special Instructions:** N/A
- Note:** It is proposed that the manual be used to add additional content to ESA-presented surveying courses

5. NEXT STEPS

5.1. RECRUIT ADDITIONAL TRAINING EXPERTS

To support the development of training material it is proposed the following experts be included in the work plan for Year 2.

5.1.1. *Expatriate*

- **Registry/Land Cadastre trainer** (1 no.) An expert in title and cadastral systems who will be required to develop legal and technical material for the Introduction to the Systematic Registration and Adjudication Process (*Introduction of Siqueal el Ainee in urban areas*)
- **Land Registry software trainer** (1 no.) An expert in document scanning, registry and cashier systems who will be required to develop material for the Introduction to the Land Registry System course

Two (2) local staff will be assigned to work with the foreign experts and then deliver the courses developed. Suitable candidates should be selected for this task and attend a Train the Trainers course prior to taking any courses themselves.

5.1.2. *Local*

- **Cadastral software trainer** (1 no.) An expert in cadastral and GIS software, who will be required to develop material for the Introduction to the Property Cadastre System²⁷
- **System Administration trainer** (1 no.) Who can provide training in system administration (managing users, back up procedures IT support) that will provide training to system administrators from the EPO's and RO's
- **Basic IT skills trainer** (1 no.) Who can provide basic IT training for selected REPD, ESA and contract staff

5.2. ESTABLISH A CORE CURRICULUM FOR REPD

To strengthen REPD's training capacity, it is proposed that EFS Task 2 work with REPD personnel to scope out the full content of the Introduction to the Systematic Registration and Adjudication Process (*Introduction of Siqueal el Ainee in urban areas*) course so that it can form the basis of a formal induction course for all new REPD employees involved in title registration²⁸. It is recommended that Mr. Ali Abd El-Salam be contracted to assist in the task since Mr. Ali is due to retire this year to oversee the activities of the TDL. To this end he would serve as useful counterpart to Task 2.

5.2.1. *Develop a working manual for Registrars*

REPD training focuses on the theoretical and little time is given the intricacies and complexities of title registration in the field. The proposed Registry Work manual will be developed to meet the needs of Registrars who face these challenges on a day-to-day basis. As a seminar, exclusively for and presented by registrars working in title registration, it would allow for the beginnings of such a manual to be developed. Such a seminar should include Registrars from around Egypt²⁹, and be planned for Quarter 2 or 3 of 2006.

²⁷ QSIT provide training in cadastral software use, a 3-day course

²⁸ To include rural areas, therefore the title of the course will need to be altered

²⁹ It could also include Registrars from overseas, to be confirmed

5.3. DEVELOP A FIELD MANUAL FOR ESA

Following the selection of a suitable methodology for cadastral mapping in urban areas, the procedures that it comprises it should be developed into a field manual for ESA staff involved in field surveying.

5.4. FINALIZE CONTENT FOR PROPOSED COURSES

While draft outlines for courses have been designed the full content of these courses remains to be developed (e.g. for the Introduction to Land Registry System course). Lecture notes need to be developed further into course manuals with supporting exercises.

5.5. INDUCT PRIVATE CONTRACTORS ON REPD/ESA COURSES

Subject agreement on their involvement in the SRA process contract staff from private companies should be inducted on REPD/ESA courses so that they gain recognition of competency to undertake field work on behalf of these agencies. REPD/ESA would receive fees for the attendance of private sector staff and these courses would serve to develop the ability of the private sector to undertake work on behalf of the government in future.

ANNEX A: OPERATIONAL MANAGEMENT COURSE OUTLINES

The content of the Operational Management Training courses is provided overleaf, a modified version of these courses would be considered a prerequisite for all private sector staff participating in the field survey work with ESA.

11/07 2005 14:18 FAX 002 02 7484880

E. S. A

002

Summary of the module details of T- Course

Course Prerequisites : 1 week

- English and Computer Background:

Microsoft Office Package (Windows, MS Word, Ms Access, Excel...etc)

Module 1 basic Knowledge: 4 weeks

- 1- Overview of ESA and cadastre sector: organization structures, components, links & activities.
- 2- Introduction for the system of cadastre and computer practice for the flowcharts
- 3- computer practice with graphic (AutoCAD) and GIS vocabulary
- 4- Review digital technology for surveying & mapping. Computer practice with graphics using

Module 2 Operational Function: 4 weeks

- 1- Coordinate system and surveying operation (by using GPS and Total Station)
- 2- Introduction to GIS system (by using Arc view)
- 3- Introduction to Cadastre System: Objectives, input and output, functionalities and components for data acquisition, processing, storage, analysis and applications, Concepts of Cadastre Databases to store, and provide information for cadastre parcels and other entities: their spatial and non-spatial properties, ownership data and relations between entities (data model for cadastre entities)
- 4- Specifications for Data Model and Survey Operations
- 5- Conversion of Cadastre Maps and Survey Books to Digital Form
- 6- Cartographic Outputs
- 7- Describe Activities in the Cadastre Sector H,D&O for the establishment of Cad-IS and SGA Project

Module 3 Final project: 4 weeks

- 1- Maps Digitizing
- 2- Applying GPS Techniques (Point Determination, parcel survey)
- 3- Total station Concepts: principles, comparison with other survey methods, quality range and potential for cadastre surveys, modes for use, advantages and problems, functions and method of use of TS for survey of features, data processing, Practice with TS for parcel survey and other topographic features
- 4- Sharing data between ESA, RED and TD
- 5- Final Project: Project Design, Identify Activities in SGA, Set Plans for Actions (Field Surveys, Office Work), Sort Necessary Documents, preparation for Field Surveys and office Work (Field Surveys and office Work to Create Cadastre Information in a Digital Cadastre System, Perform Cadastre Transaction Operations and Edit Cadastre maps and Ownership records)
- 6- Final Project: Integrate Field Survey Data from Total Station and GPS with Digital Maps
- 7- Final Project: Concept of Quality (Quality control, Quality assurance, Total quality Management: "Process description, Quality Manual. How to make a quality report? Quality Instruction (Who? What? How? When?)),
- 8- Final Project: concept of ABC (How to price products, definition of ABC "Activity Based Costing", differences between traditional costing and ABC)
- 9- Final Project. concept of Project Planning
- 10- Final Project, Finalize Project Report, Presentation of Result and Assessment of Course Participants

ANNEX B: EXAMPLE FORMS

The following pages show examples of forms for use in the field documentation and cadastral (field) survey work. They are presented as examples only and are subject to change and translation, and have been used to develop the content of proposed training courses.

FIELD DATA SHEET

SECTION 1: PROPERTY DETAILS

Property no.				
Claimant details	Names of claimants			Male/Female
	Property Address			
	Are you the owner of the property? If YES go to section 2 if NO go to section 3 after completing this page		Date ownership obtained DD / MM / YYYY	/ /
			Means ownership acquired INHERITANCE, GIFT, ETC	
	Date of Birth DD / MM / YYYY	/ /	ID Number PASSPORT/DRIVERS LICENSE/ID CARD (SPECIFY)	
	Is the property subject to any pending court cases?			
If the claimant of the real estate unit is a legal entity, the relationship of the person to the legal entity and the legal entity's address and phone number.				

SECTION 2: OWNER DETAILS

Names of relatives (If property obtained by inheritance)	NAME OF DECEASED AND NAMES AND ADDRESSES OF RELATIVES:	Encumbrances	LIST ANY ENCUMBRANCES HERE (E.G. COVENANTS, CONDITIONS, MORTGAGES):
	Supporting Documentation		<input type="checkbox"/> OURFI <input type="checkbox"/> Utility Bill <input type="checkbox"/> Contract with builder <input type="checkbox"/> Affidavit <input type="checkbox"/> Settlement form
<div> Owners signature: </div> <div> Date: </div>			

SECTION 3: TENANT DETAILS

Owner details	LIST OWNER NAME AND ADDRESS HERE:	Supporting documents	LIST SUPPORTING DOCUMENTS HERE:
----------------------	--	-----------------------------	--

SECTION 4: COMMENTS

Any other observations	
-------------------------------	--

ANNEX C: COURSE OUTLINES AND FIELD MANUALS

The following pages show course outlines for the following courses:

- The ownership documentation survey
- The field (cadastral) survey
- Introduction to the SRA process
- Introduction to the Land Registry software

It is envisaged that these outlines for the basis of field or work manuals, are for use by staff involved in the SRA process and well as lecture notes and exercise for classroom-based courses.

ANNEX D: REVISED TRAINING ACTIVITY MATRIX, YEAR 2

Task Two - Improve operation of the registration system for urban properties in the Ministry of Justice

Year Two Training Plan

Training Program						Target Participants				Location	No. of Days	Estimated Time Frame	Expected Results	Estimated Budget (US \$)	
Program Identification No.	Task	Title of Training	Training Method	Resource	Language	Category	Prts/Event	# of Events	Total Prts.						
Basic															
	2	Basic computer skills (operating system, office software, internet, e-mail)	Short Courses - IT Lab	QSIT	Arabic	Selected staff from REPD/ESA	20	5	100	Training Development Laboratory, Giza	5	Q3	Basic IT skills as required for field documentation survey, field survey and attendance to ESA surveying course		
	2	System administration (network administration, security policy, backup procedures etc.)	Short Courses - IT Lab	QSIT	Arabic	System Administrators in the 2 new model offices; System Administrators in the EPO offices	4	2	8	Training Development Laboratory, Giza	10	Q3	Ability to manage and maintain IT systems in the new model office		
Operational															
	2	Interviewing techniques	Short Courses - Classroom	CID or other	Arabic	All REPD staff performing field survey work	20	3	60	Training Development Laboratory, Giza	2	Q2	To ensure all staff performing field collection exercise can perform task successfully		
	2	Field Surveying	Short Courses - ESA Lab	ESA	Arabic	Private contractors conducting the cadastral survey with ESA	20	3	60	ESA	22	Q2	Clear understanding of work requirements and quality control standards for field work required for the cadastral survey		
	2	Field Documentation Survey	Short Courses - Classroom	QSIT/ILS	Arabic	Selected REPD staff conducting the field documentation survey (may include private contractors)	20	3	60	Training Development Laboratory, Giza	2	Q2	Ability to conduct field documentation survey, complete field survey forms		
	2	Systematic Registration and Adjudication Process	Short Courses - Classroom	QSIT/ILS	Arabic	Selected staff from REPD/ESA	20	5	100	Training Development Laboratory, Giza	2	Q2	Have full understanding of the Systematic Registration and Adjudication process		
	2	Introduction to the Property Cadastre System software	Short Courses - IT Lab	QSIT	Arabic	Assigned staff from the Giza and Nasr City EPO's responsible for maintaining the Property Cadastre and staff from ESA assigned to the new model offices	20	2	40	ESA Training Center	5	Q3	Use of the Property Cadastre Software		
	2	Introduction to the Land Registry System software	Short Courses - IT Lab	QSIT/ILS	Arabic	Assigned REPD staff in new model offices responsible for maintaining the Land Registry	20	2	40	Training Development Laboratory, Giza	5	Q3	Use of the Land Registry Software		
	2	Customer service skills	Short Course - Classroom	CID or other	Arabic	Assigned staff in new model offices	20	2	40	Training Development Laboratory, Giza	5	Q3	Customer service skills		

Task Two - Improve operation of the registration system for urban properties in the Ministry of Justice

Year Two Training Plan

Training Program						Target Participants				Location	No. of Days	Estimated Time Frame	Expected Results	Estimated Budget (US \$)
Program Identification No.	Task	Title of Training	Training Method	Resource	Language	Category	Prts/Event	# of Events	Total Prts.					
Equipment														
	2	Total Station	Short Courses - IT Lab	Successful bidder	Arabic	Assigned staff in Giza and Greater Cairo EPO's responsible building the Property Cadastre	10	2	20	ESA	10	Q2	Use of Total Stations to conduct the Field Surveying exercise	
	2	GPS	Short Courses - IT Lab	Successful bidder	Arabic	Assigned staff in Giza and Greater Cairo EPO's responsible for building the Property Cadastre	10	2	20	ESA	15	Q2	Use of GPS to conduct the Field Surveying exercise	
Training of Trainers														
	2	Training of Trainers	Short Courses	Successful bidder	Arabic	Selected staff from REPD/ESA	8	1	8	TBC	15	Q2 and Q3	To ensure sustainability in all aspects of the Systematic Registration and Adjudication Process	
Management														
	2	Best Practices and Institutional Models for Modernizing Registration	Seminar	Land Equity International (to be confirmed)	English/Arabic	GOE employees from Registry offices and ESA	40-50	1	40-50	Egypt	2	Q2	Improved understanding and acceptance of International Best Practice and assessment of Institutional Models for modernizing registration	
	2	Assessment of Technical Approaches and Institutional models	OST	Royal Jordanian Lands & Survey Department	English	ESA, MOJ, MSAD (senior level policy makers)	15	2	30	Amman, Jordan	16-20	Q2 or Q3	To validate first-hand Institutional and Operational steps taken by other countries implementing Title Registration	

NOTES:

Resource identified as QSIT/ILS means ILS will develop material, QSIT will deliver

Number of Participants is estimate but unlikely to exceed posted numbers for Year 2006

Training of Trainers is a course for staff identified as future trainers for key topics delivered during the life of the EFS, Task 2 Project

Fee Basis means private contractor will pay ESA for its staff attending the Surveying training course